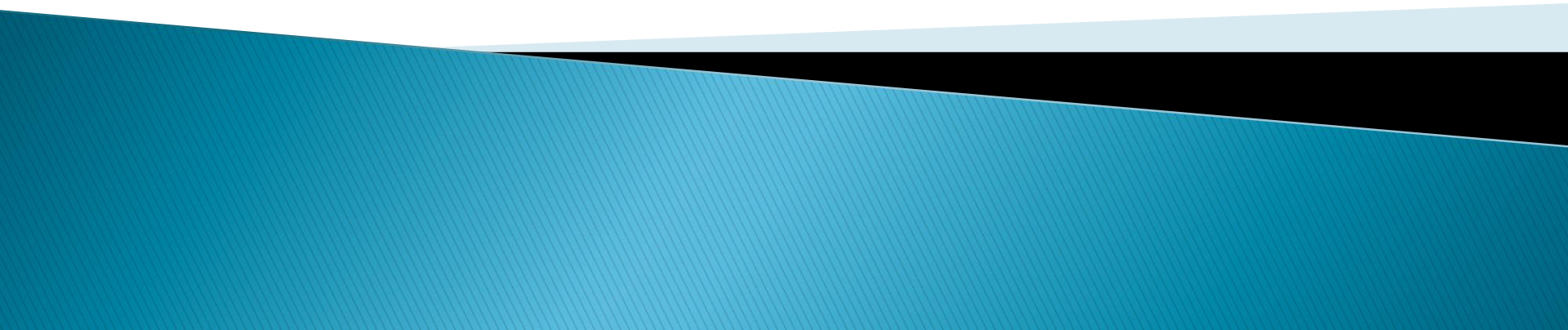


Developing Outcomes for VOCA & STOP Grant Programs

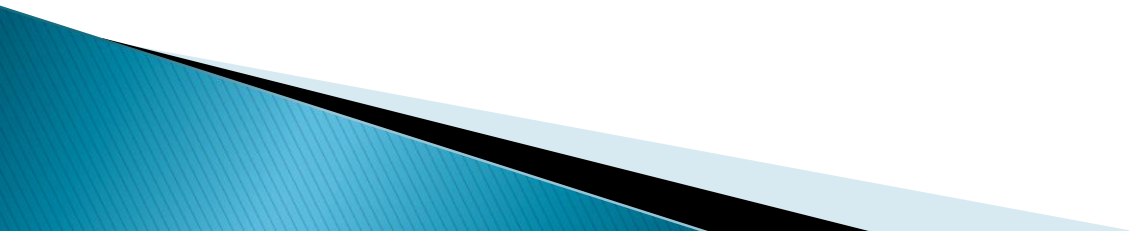
Merry Wills
Nebraska Crime Commission

Dr. Ryan Spohn
Director, Nebraska Center for Justice Research
University of Nebraska – Omaha

Agenda

- Introductions
 - Brief Summary of VOCA & STOP
 - Overview of Agencies Represented
 - Summary of Outcomes Webinar Presentation
 - Sub-Grantee Brief Presentations
 - The Big Picture: 6 Steps for Developing Outcomes
 - Small Group Breakouts: Performance Measure Exercise and Selection of Outcomes
 - Full Group Convenes: Final Outcome Development
- 

Brief Summary of VOCA & STOP



Review of Agencies Represented

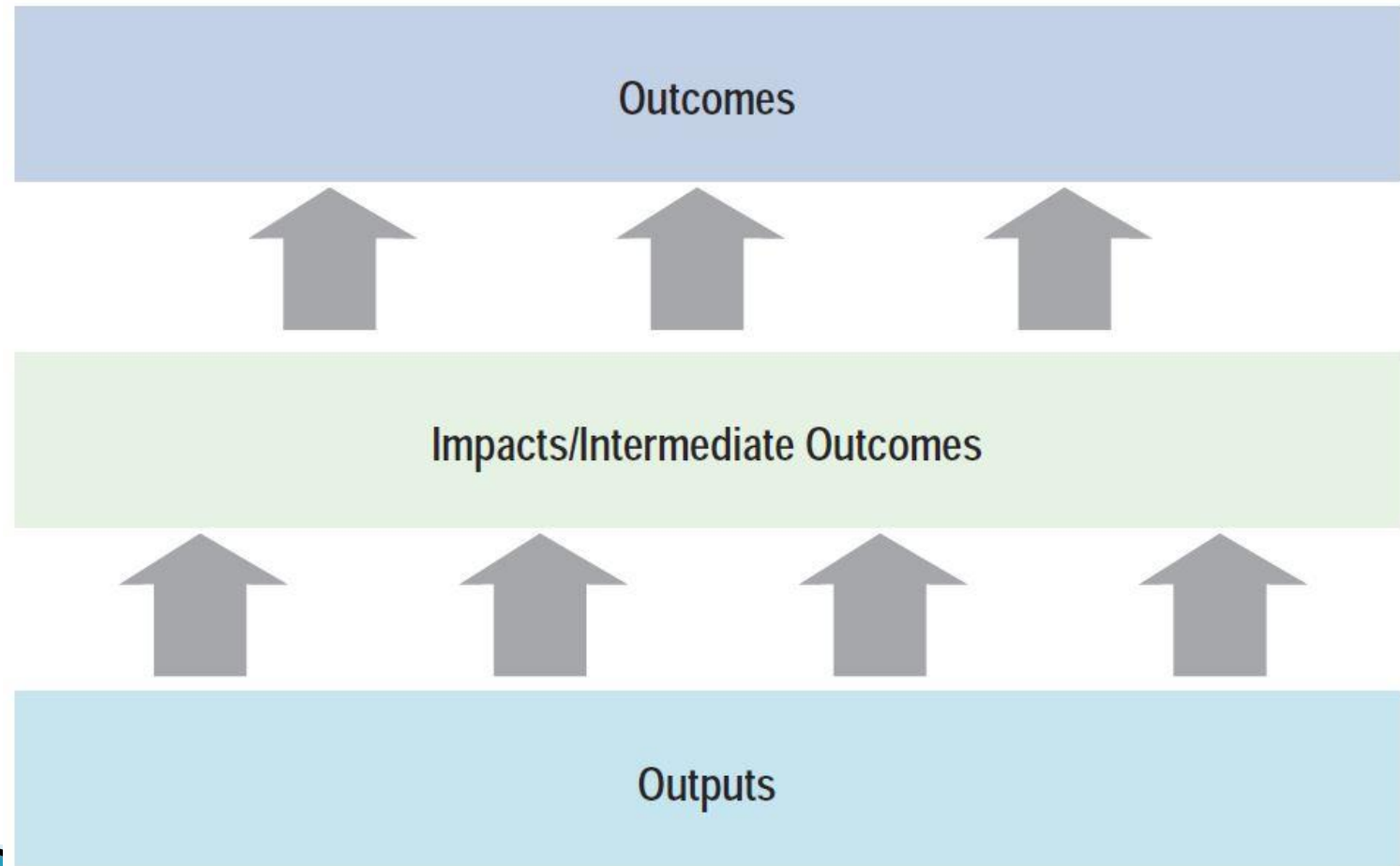


Performance measures

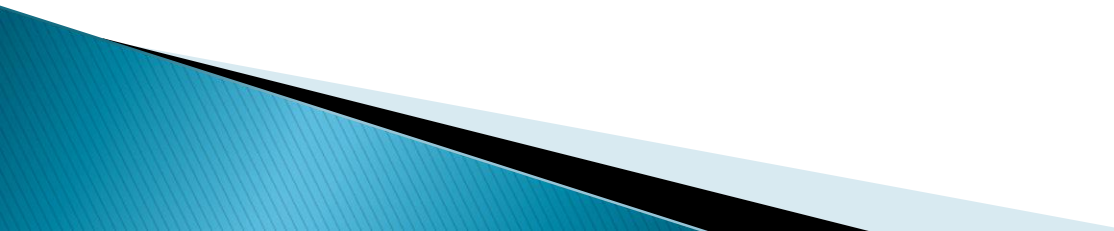
- As their name implies, performance measures are designed to measure the performance of an organization
- *Performance measurement* is the regular collection and reporting of data to track work produced and results achieved




Performance measures




Outputs

- Outputs represent the means your organization uses to create impact; the services delivered by your agency
 - Output measures address questions such as:
“What service was provided?”; “Who got it?”; “Was delivery efficient and effective?”
 - Using probation as an example, outputs would include the supervision of clients and connecting clients with treatment/services
- 

Impacts / intermediate outcomes

- Allow you to articulate the *effect* of your agency's services (near-term results)
 - Understanding intermediate outcomes allows your agency to determine what difference it is making through the services it is providing with its outputs, and to discern progress towards the achievement of its outcomes
 - In other words it will help you answer: "*What difference are we making for Nebraska?*"
 - For probation, they would include restitution collected, employment procured, and education/training completed by clients
- 

Outcomes

- No outcomes. No direction. Know outcomes, know how to help.
 - Outcomes set out the broad goals your agency is seeking to achieve
 - They are measured to enhance decision-making
 - Performance measurement should begin with the 'vital few' outcomes that are priorities for your organization
 - Probation example: successful completions, recidivism
- 

Why use performance measures?

- ▶ What gets measured gets done
- ▶ If you don't measure results, you can't tell success from failure
- ▶ If you can't see success, you can't reward it
- ▶ If you can't reward success, you're probably rewarding failure
- ▶ If you can't see success, you can't learn from it
- ▶ If you can't recognize failure, you can't correct it
- ▶ If you can demonstrate results, you can win public support

Osborne & Gaebler, 1992

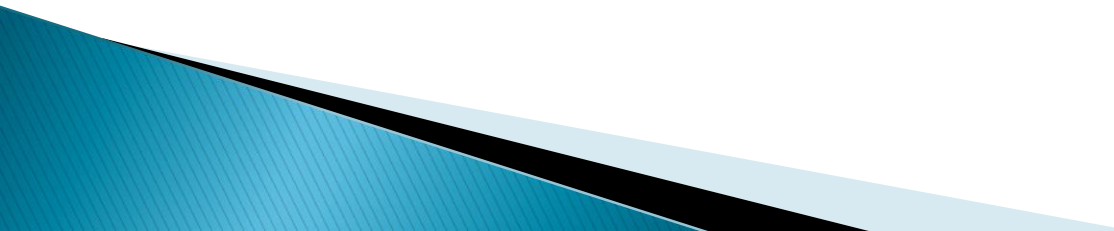


Criteria for developing measures

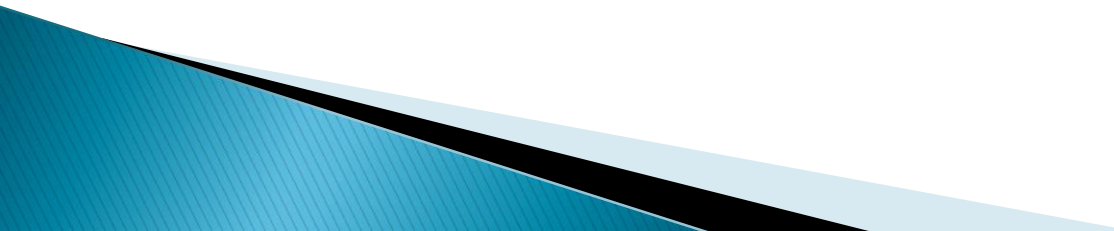
1. Does the measure reflect an important organizational-wide performance dimension?
2. Are the data on this measure likely to lead to improvement?
3. Does the measure reflect stakeholder needs?
4. Can the measure be communicated to and understood by a wide audience?

Smart goals

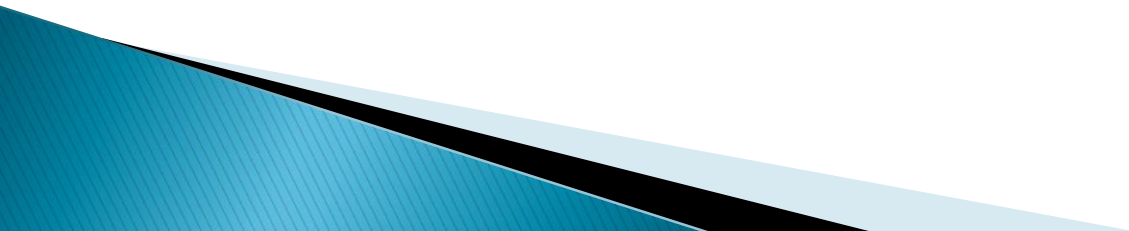
- ▶ You've probably all heard of SMART goals...this is a good place to start in thinking about developing your own performance measures and outcomes

- ▶ S ~ specific
 - ▶ M ~ measurable
 - ▶ A ~ achievable
 - ▶ R ~ relevant
 - ▶ T ~ time-based
- 

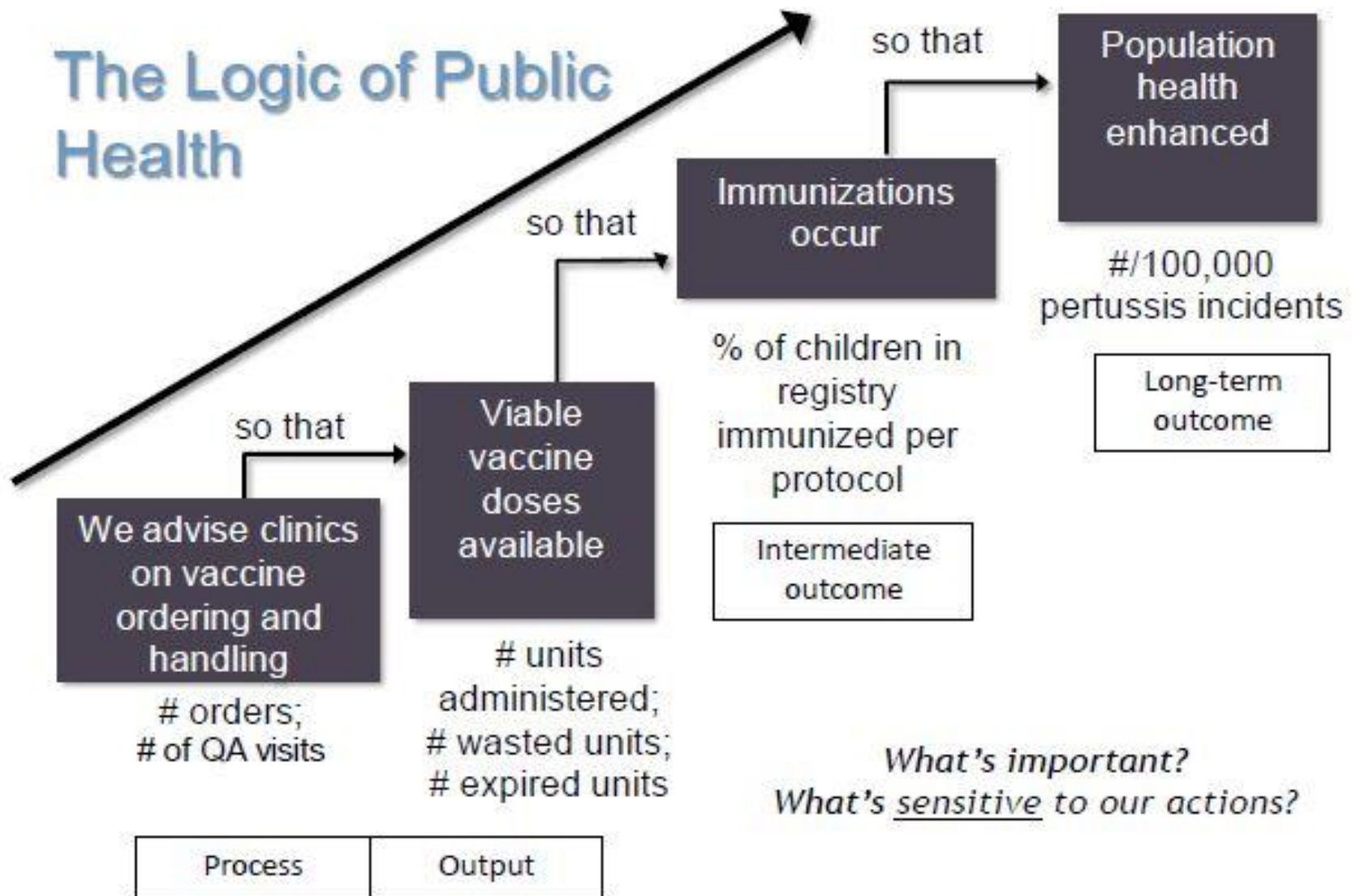
Poor performance measures

- Measures that are events or milestones (activity instead of results)
 - Very infrequently calculated
 - Measures related to impacts/outcomes that we do not have strong influence over (insensitive)
- 

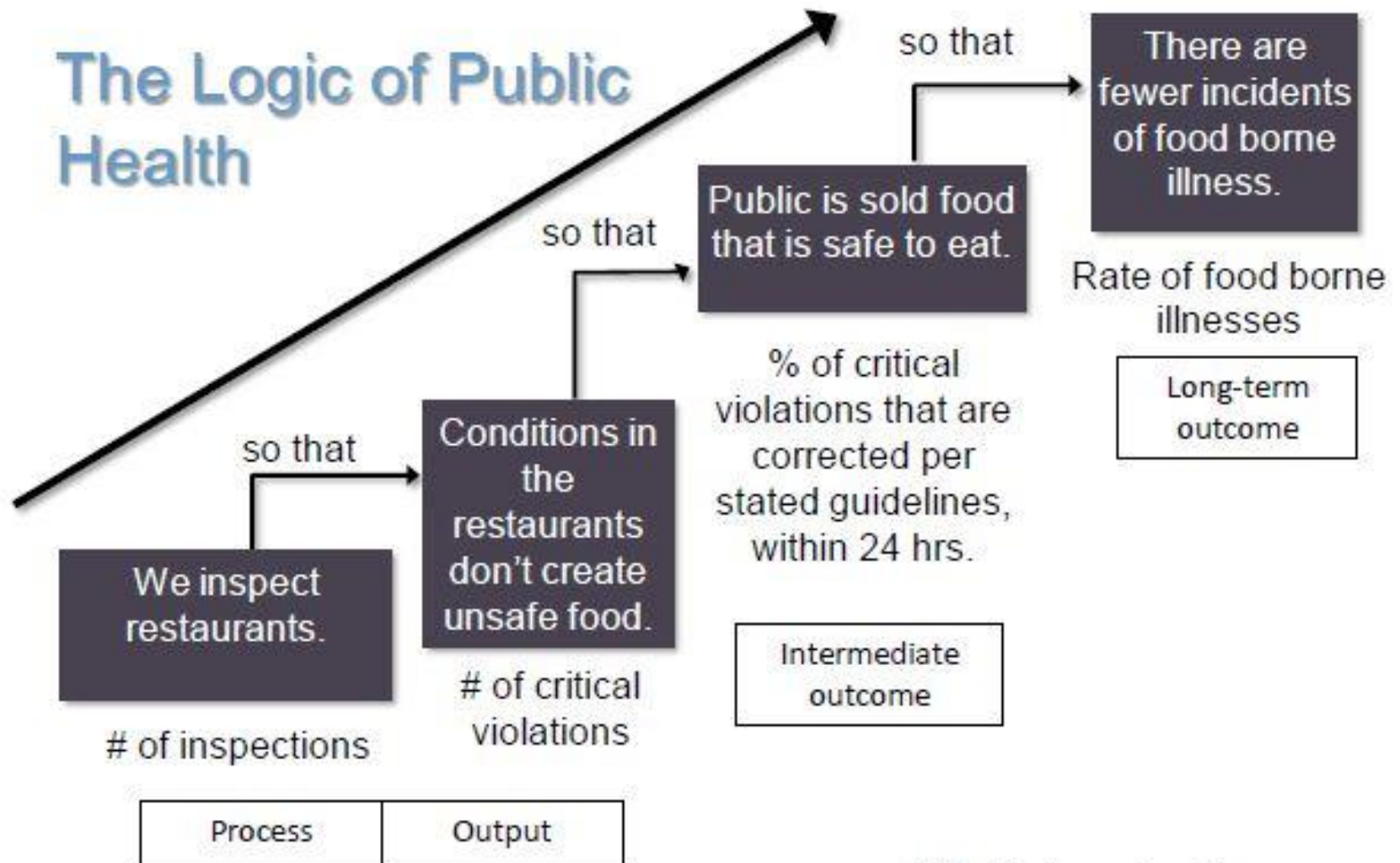
Examples



The Logic of Public Health



The Logic of Public Health



What's important?
What's sensitive to our actions?

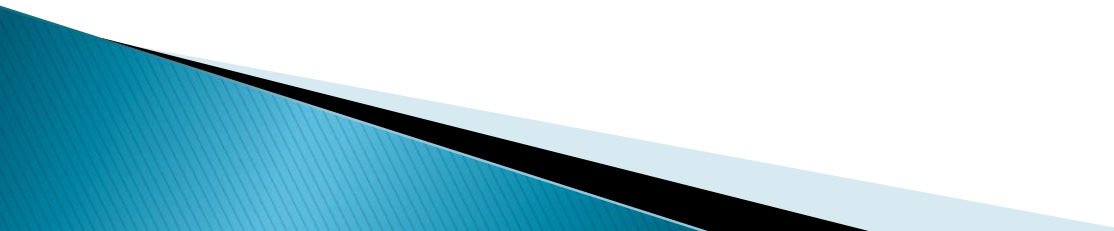
Sub-Grantee Brief Presentations



The Big Picture: 6 Steps for Developing Outcomes



Step 1: Describe the Outcomes Wanted

- ▶ Ask yourself “*Why are we doing this work?*”
 - ▶ Answer is “to achieve some outcome or objective”
 - ▶ These outcomes or objectives are statements of the wants, needs, and expectations of those you serve
 - ▶ Choice of outcomes should be limited, focused, and selected carefully
- 

Step 2: Describe the Major Processes Involved

- ▶ Ask yourself “*What are we doing and how are we doing it?*”
- ▶ Day to day activities and big picture

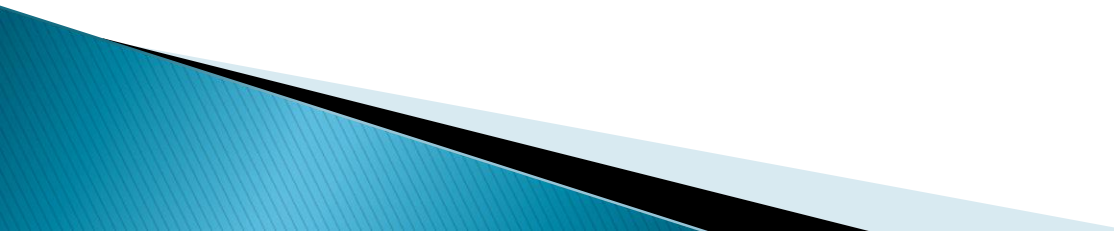
Step 3: Identify the Key Results Needed

- ▶ Ask yourself “*What is produced?*”
- ▶ These products are the *outputs* or results of each process in the system

Step 4: Establish Performance Goals for Results

- ▶ Ask yourself “*How will I know when I get there?*”
- ▶ An acid test for this step is: What will be done if progress isn't satisfactory?
- ▶ The PAIN is worth it if goals are:
 - Profitable
 - Achievable
 - Important
 - Numerical

Step 5: Define Measures for the Goals

- ▶ Ask yourself “*What can you use to track progress?*”
 - ▶ Use language such as “percent of those served will_____”
 - ▶ Reflect results, not activities producing results
 - ▶ Base them on measurable data
 - ▶ Practical and easily understood
- 

Step 6: Identify Required Metrics

- ▶ Ask yourself “*What specific things do I measure?*”
- ▶ Metrics are standards of measurement
- ▶ Examples:
 - Number of victims served (quantity)
 - Percent of victims satisfied with service (quality)
 - Number of victims served in a timely fashion / number of victims served (timeliness)
 - Percent of restitution collected

Small Group Breakouts: Performance Measure Exercise and Selection of Outcomes

▶ *Four core issues for
all victim programs:*

- Safety
- Healing
- Justice
- Financial
stability/restitution

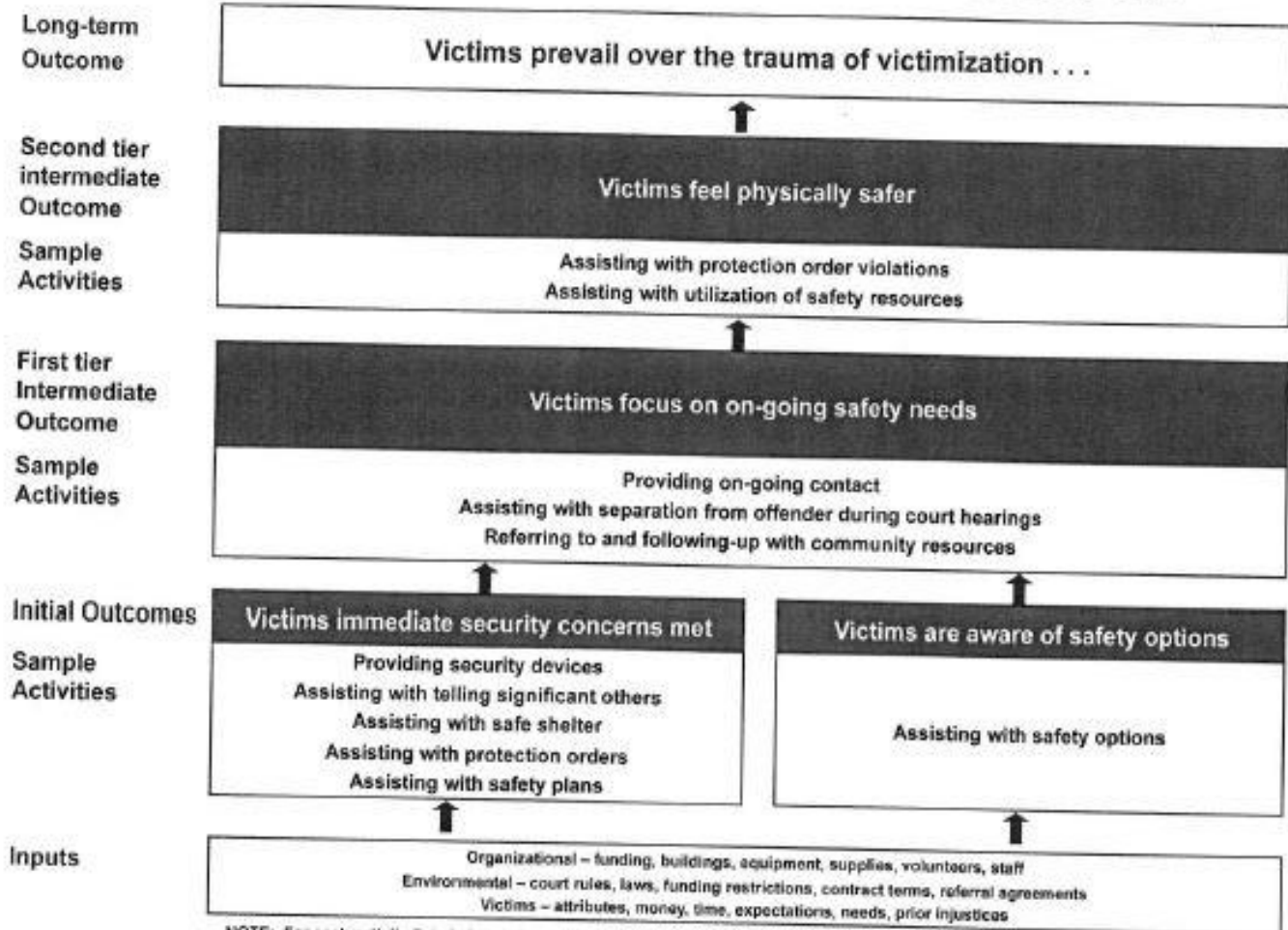
▶ *Categories for
outcomes:*

- Changed attitudes
- Modified behaviors
- Improved conditions
- New knowledge
- Increased skills

Exhibit 4a

Safety Outcome Model with sample activities for each outcome

Crime Victim Services' Outcome Model for SAFETY

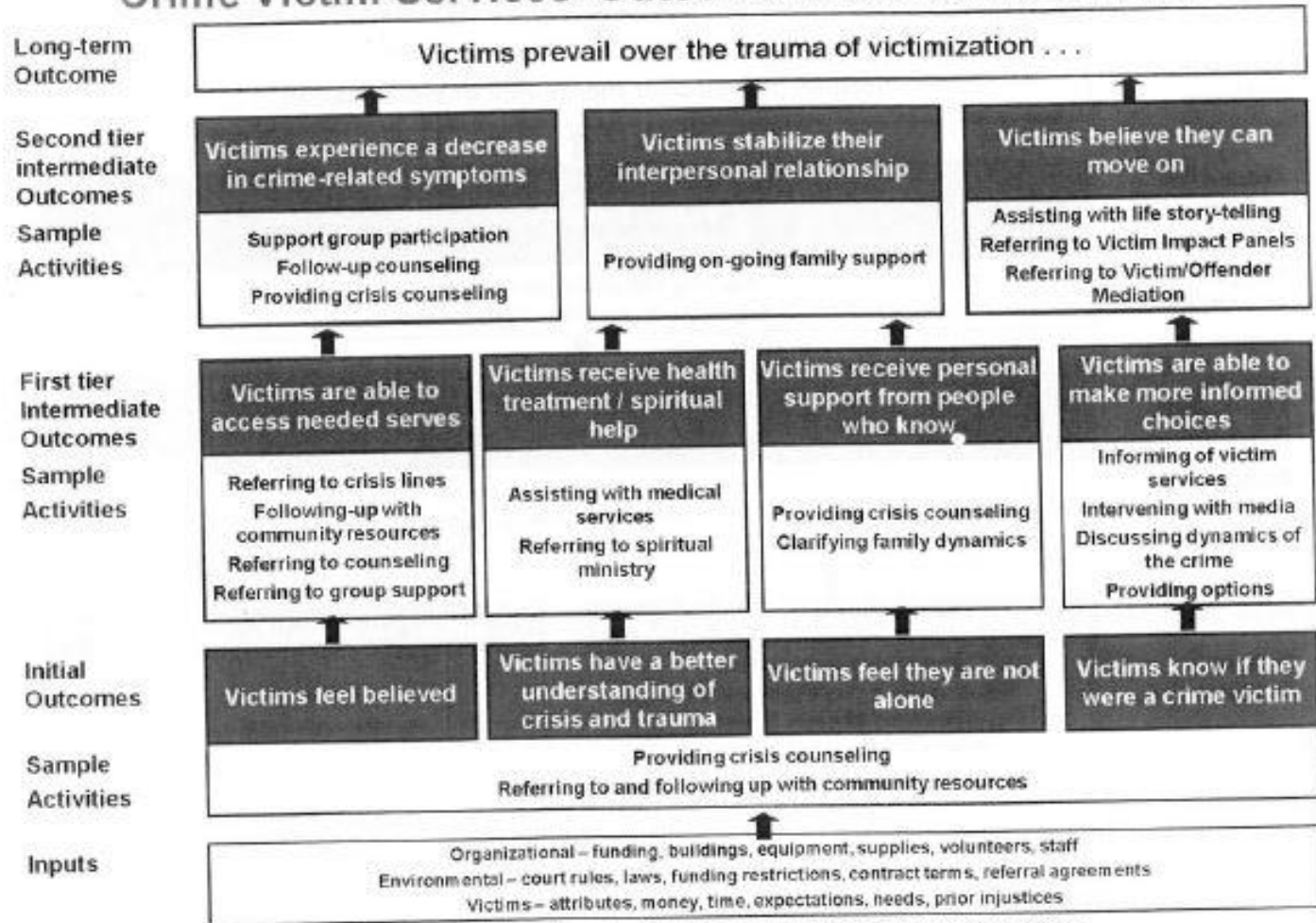


NOTE: For each activity listed above, the number of outputs are the number of activities provided to victims.

Exhibit 4b

Healing Outcome Model with sample activities for outcomes

Crime Victim Services' Outcome Model for HEALING

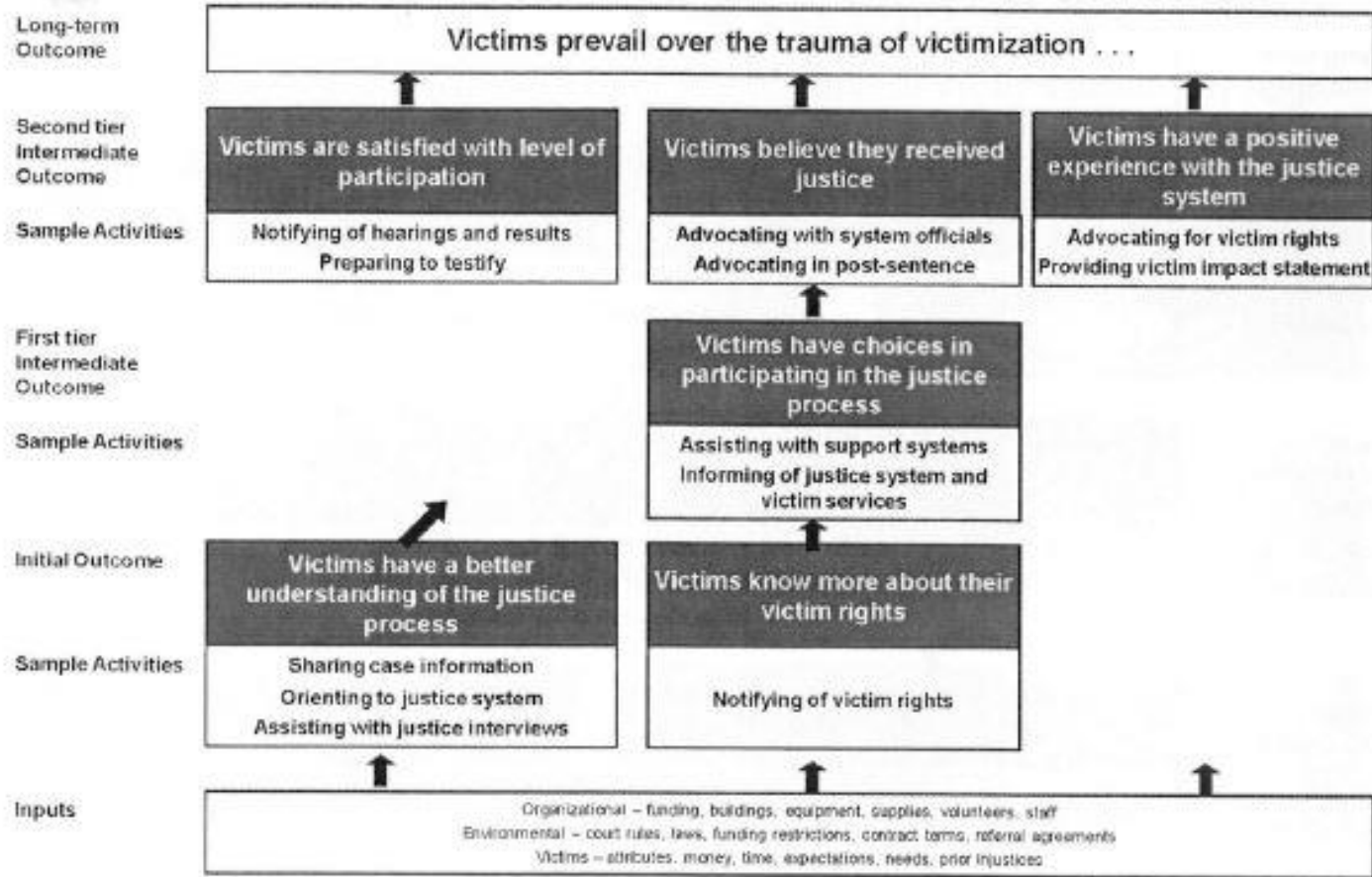


NOTE: For each activity listed above, the number of outputs are the number of activities provided to victims.

Exhibit 4c

Justice Outcome Model with sample activities for each outcome

Crime Victim Services' Outcome Model for JUSTICE

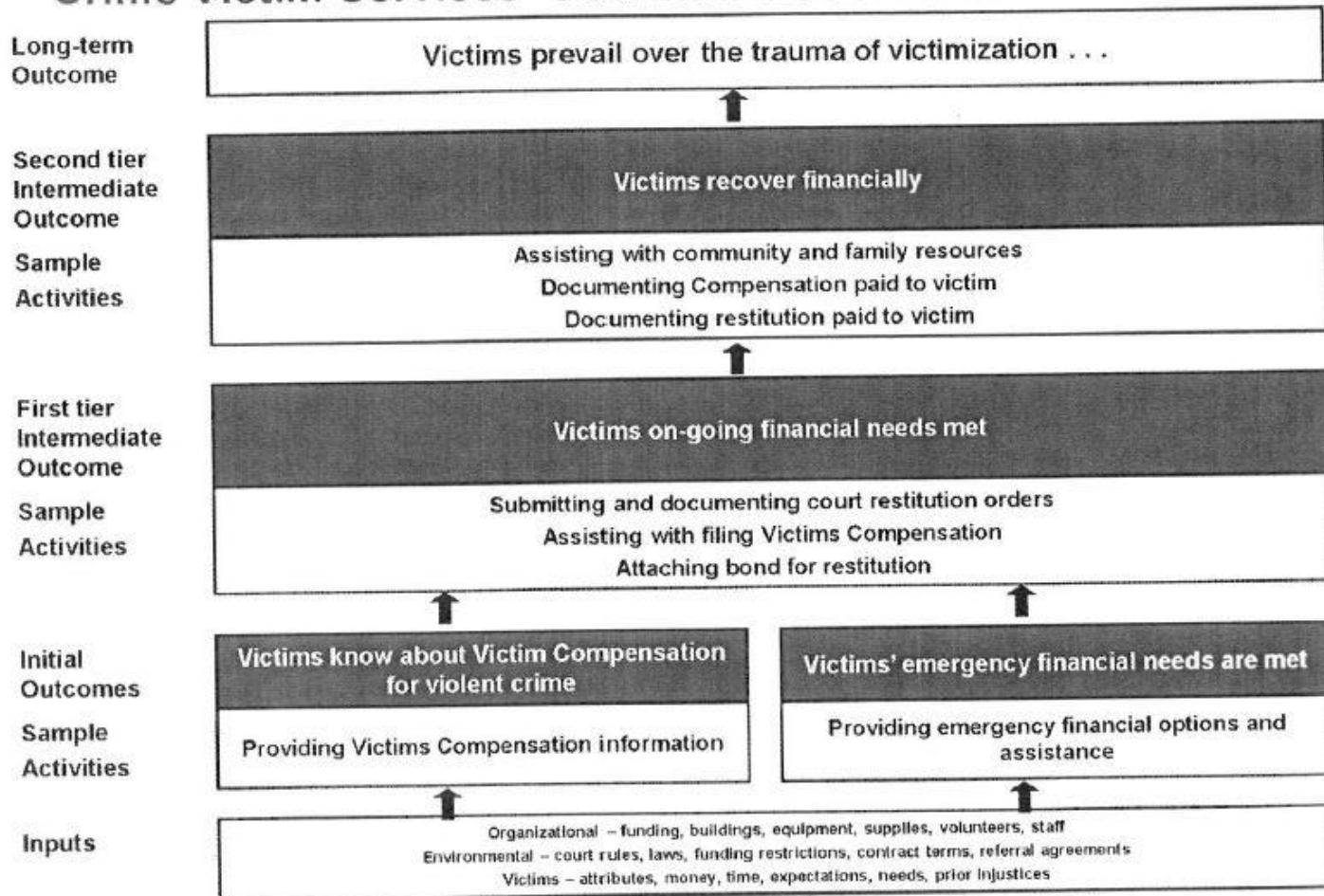


NOTE: For each activity listed above, the number of outputs are the number of activities provided to victims.

Exhibit 4d

Restitution Outcome Model with sample activities for each outcome

Crime Victim Services' Outcome Model for RESTITUTION



NOTE: For each activity listed above, the number of outputs are the number of activities provided to victims .

Full Group Convenes: Final Outcome Development

